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E.O. 11652: GDS TAGS: PN PQ PFOR SUBJECT: US-PANAMA TREATY NEGOTIATIONS: REPORT OF THE JOINT WORKING GROUP SESSIONS APRIL 7-11

FOR: DEPUTY NEGOTIATOR BELL

FOLLOWING IS A REPORT FROM THE US MEMBERS OF THE
JOINT US-PANAMA WORKING GROUP COVERING MEETINGS APRIL 7-11.

SUMMARY: ALTHOUGH THE US MEMBERS OF THE GROUP WERE
PREPARED TO DISCUSS PANAMANIAN PARTICIPATION IN A NEW CANAL
ENTITY, THE PANAMANIAN MEMBERS WERE NOT PREPARED
TO DISCUSS THIS UNTIL THE MORE FUNDAMENTAL ISSUES
OF THE NATURE AND FUNCTIONS OF THE CANAL TREATY HAVE
BEEN DETERMINED. THE US TEAM AGREED TO DISCUSS THESE
OTHER MATTERS BUT SUCCEEDED IN PRESENTING ITS VIEWS
CONCERNING PANAMANIAN PARTICIPATION. THE PANAMANIAN
MEMBERS AGREED TO RESPOND TO THIS PRESENTATION AT
THE GROUP'S NEXT SERIES OF MEETINGS AFTER DECISION
MAY HAVE BEEN MADE CONCERNING THE FORM OF THE
ENTITY. CONCERNING THE NEW CANAL ENTITY, THE US MEMBERS
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SUGGESTED IT BE A US GOVERNMENT AGENCY WHEREAS THE PANA-

MANIANS WANT A NON-GOVERNMENTAL ENTITY CONTROLLED BY THE USG THROUGH A MAJORITY ON THE MANAGING BOARD. THE GROUP AGREED TO RECOMMEND TO THE NEGOTIATORS A PROCEDURE FOR REACHING AGREEMENT CONCERNING THE FUNCTIONS TO BE CARRIED OUT BY THE NEW CANAL ENTITY AND A TIMETABLE FOR SHEDDING SOME ACTIVITIES. THE GROUP IDENTIFIED CERTAIN ISSUES WHICH REQUIRE DECISION BY THEIR RESPECTIVE GOVERNMENTS. THE PANAMANIAN TEAM PROPOSED THAT THE GROUP RAISE WITH THEIR RESPECTIVE DEPUTY NEGOTIATORS THE POSSIBILITY OF CONCLUDING A TREATY OF 10 YEARS DURATION DURING WHICH THE US WOULD RETAIN JURISDICTION. END SUMMARY.

COMMENTS CONCERNING THE GROUP'S PROCEDURE.

- 1. THE PANAMANIAN MEMBERS OF THE JOINT WORKING GROUP WERE EDWIN FABREGA, DIRECTOR OF IHRE, JAIME ARIAS, LAWYER, AND FLAVIO VELASQUEZ, OF THE FOREIGN MINISTRY'S ADVISORY STAFF. THE US TEAM WAS COMPOSED OF JOHN BLACKEN, PATRICK CONLEY AND CAPTAIN JEFF SMITH. CLOSE RAPPORT WAS ESTABLISHED IN THE GROUP. ALL MEETINGS WERE INFORMAL AND CORDIAL. FIRST TWO SESSIONS WERE HELD AT BLACKEN'S RESIDENCE, WITH LATER SESSIONS AT FABREGA'S OFFICE. REVIEW SESSION ON APRIL 11 TOOK PLACE ON FABREGA'S PLANE WHILE VISITING VARIOUS PARTS OF PANAMA. DURING THE FINAL SESSION IT WAS AGREED THAT THE US AND PANAMANIAN TEAMS WOULD SUBMIT SEPARATE REPORTS AND RECOMMENDATIONS TO THEIR DEPUTY NEGOTIATORS.
- 2. THE US TEAM SUGGESTED AT THE OUTSET THAT THE JOINT WORKING GROUP'S RESPONSIBILITIES SHOULD BE TO DEVELOP AND RECOMMEND TO THE DEPUTY NEGOTIATORS WAYS OF INCREASING PANAMANIAN PARTICIPATION IN THE ADMINISTRATION AND OPERATION OF THE CANAL. THE US ALSO WAS WILLING TO EXPLORE ON AN INFORMAL BASIS OTHER SUBJECTS OF INTEREST TO THE PANAMANIANS AND SOLICITED THE LATTER'S VIEWS CONCERNING THE GROUP'S RESPONSIBILITIES AND HOW IT SHOULD PROCEED WITH ITS WORK. THE PANAMANIANS AGREED THAT THE GROUP SHOULD MAKE RECOMMENDATIONS TO THE DEPUTY NEGOTIATORS CONCERNING PANAMANINA PARTICIPATION CONFIDENTIAL.

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BUT WANTED FIRST TO DISCUSS THE FUNCTIONS AND NATURE OF THE CANAL AGENCY IN WHICH PANAMANIANS WOULD PARTICIPATE. THE US AGREED TO DISCUSS THESE OTHER MATTERS BUT EXPRESSED THE VIEW THAT IT WOULD BE USEFUL TO DISCUSS METHODS AND PROCEDURES FOR INCREASING PANAMANIAN PARTICIPATION REGARDLESS OF THE FORM EVENTUALLY AGREED UPON FOR THE CANAL ENTITY.

PANAMANIAN PARTICIPATION

- 3. THE US TEAM OUTLINED, NEAR THE END OF THE FIRST DAY'S SESSION, ITS IDEAS ON SPECIFIC METHODS DESIGNED TO INCREASE THE OPPORTUNITIES FOR PANAMANIAN NATIONALS TO BE EMPLOYED AT ALL LEVELS OF THE CANAL ORGANIZATION. IT RETURNED TO THIS TOPIC DURING THE THIRD SESSION WITH A COMPREHENSIVE ORAL DESCRIPTION OF THE CONCEPTS, MECHANISMS AND PROGRAMS FOR PANAMANIAN PARTICIPATION DEVELOPED BY THE US TREATY SUPPORT GROUP IN WASHINGTON. A WRITTEN RESUME OF THIS PRESENTATION WAS SUBSEQUENTLY GIVEN TO THE PANAMANIANS. THE PANAMANIANS, AND ARIAS ESPECIALLY, DO NOT WISH TO RESPOND, EVEN INFORMALLY, TO THE US SUGGESTIONS ON PARTICIPATION UNTIL DECISIONS ARE MADE CONCERNING THE NATURE AND FUNCTIONS OF THE ENTITY.
- 4. FABREGA SUGGESTED, HOWEVER, DURING THE GROUP'S FOURTH SESSION A PROGRAM FOR TRAINING CANAL PILOTS. THE ESSENCE OF HIS PROPOSAL WAS THAT PANAMA WOULD RECRUIT 150-200 PANAMANIANS WITH UNIVERSITY DEGREES. ONE OR TWO OF THESE YOUNG MEN WOULD BE ASSIGNED TO EACH US PILOT. THEY WOULD BE ASSISTANTS OR APPRENTICES (IN FABREGA'S WORDS "SLAVES") FOR THE AMERICANS. THEY COULD BE FIRED AT ANY TIME BY THE US PILOT. CONCURRENTLY, THE US PILOT WOULD BE GUARANTEED TENURE FOR AS LONG AS HE CARED TO WORK. PRIVILEGES NOW ENJOYED BY THE US PILOTS COULD BE INCREASED.
- 5. IN A SUBSEQUENT CONVERSATION FABREGA EXPRESSED VIEW THAT PANAMANIANS COULD TAKE OVER CANAL OPERATION AND RUN IT AS EFFICIENTLY AS DOES US WITHIN A FEW YEARS. HE CITED PILOTS AS EXAMPLE. SELECTING THE RIGHT MEN WAS CONFIDENTIAL

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THE KEY. PERSONS WITH AVERAGE INTELLIGENCE WHO ARE STEADY ABSOLUTELY RELIABLE, HAVE REGULAR HABITS AND GOOD MEMORY FOR DETAILS COULD BE TRAINED OVER TIME TO BE COMPETENT PILOTS.

THE NATURE OF THE CANAL ENTITY

6. ALMOST IMMEDIATELY AFTER THE FIRST SESSION STARTED, THE PANAMANIANS EXPRESSED THE VIEW THAT RATHER THAN TALK ABOUT PARTICIPATION IN A THEORETICAL CANAL AGENCY THE GROUP SHOULD DISCUSS THE NATURE OF THE AGENCY. THE UNITED STATES TEAM SUGGESTED THAT A UNITED STATES GOVERNMENT ENTITY OR CORPORATION BE RESPONSIBLE FOR OPERATION AND ADMINISTRATION OF THE CANAL WITH PANAMANIAN PARTICIPATION THROUGH MEMBERSHIP ON THE ENTITY'S

MANAGEMENT BOARD. THE COUNSELOR ARRANGEMENT WOULD BE CONTINUED AND A JOINMCONSULTATIVE GROUP (OR SPECIAL REPRESENTATIVES), APPOINTED AT A HIGH GOVERNMENT LEVEL, SHOULD CONSTITUTE A FORUM FOR MATTERS PERTAINING TO PANAMANIAN PARTICIPATION. THE US TEAM ALSO SUGGEERED THAT A JOINT ADVISORY COMMITTEE MIGHT BE ESTABLISHED ON THE CANAL AGENCY LEVEL TO PROVIDE A MEANS OF DISCUSSION

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AND RESOLUTION OF CANAL MATTERS OF CONCERN TO THE TWO GOVERNMENTS.

7. IN RESPONSE, THE PANAMANIAN TEAM MEMBERS EXPRESSED STRONG BELIEFS THAT PANAMANIANS SHOULD NOT SERVE ON THE BOARD OF DIRECTORS OF OTHERWISE PARTICIPATE IN POLICY LEVELS OF A US GOVERNMENT AGENCY. THEY DID NOT WANT SUCH APPOINTMENTS OR PARTICIPATION TO BE SUBJECT TO US APPOINTMENTS OR CONDITIONS IMPOSED BY THE VAGARPCS OF THE US CONGRESS. THIS WOULD CONSTITUTE THE CONTINUATION OF A GOVERNMENT WITHIN A GOVERNMENT. THEY SUGGESTED THAT THE TREATY SHOULD CREATE A NEW NON-GOVERNMENTAL ENTITY WHICH WOULD OPERATE THE CANAL AND WHICH WOULD BE CONTROLLED BY THE UNITED STATES THROUGH MAJORITY MEMBER-

SHIP ON ITS MANAGEMENT BOARD. MEMBERS OF THE JOINT BOARD WOULD BE APPOINTED BY THE RESPECTIVE GOVERNMENTS. THE ENTITY, THOUGH NOMINALLY UNDER PANAMANIAN JURISDICTION, WOULD HAVE SPECIAL STATUS GRANTED BY THE TREATY AND BE EXEMPT FROM EFFECTIVE PANAMANIAN JURISDICTION. FURTHERMORE, THE PANAMANIAN TEAM BELIEVED THAT THE ENTITY SHOULD HAVE CERTAIN POSITIONS WHICH MUST CONFIDENTIAL

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BE FILLED BY UNITED STATES CITIZENS TO ENSURE U.S. CONTROL BUT THAT THE NUMBER OF SUCH POSITIONS SHOULD DIMINISH OVER TIME. OCCUPANTS OF THESE POSITIONS WOULD HAVE PRIVILEGES AND IMMUNITIES. EARLY IN THE DISCUSSION, ARIAS SUGGESTED THE CREATION OF TWO PARALLEL CANAL ENTITIES, ONE US--PERHAPS A US GOVERNMENTAL ENTITY--AND ONE PANAMANIAN ENTITY. THE PANAMANIAN ENTITY WOULD PERFORM CERTAIN FUNCTIONS AND THE US ENTITY WOULD DO THOSE THINGS NECESSARY FOR THE CONTROL AND MAINTENANCE OF THE CANAL. THIS CONCEPT RECEDED FROM THE DISCUSSION LATER IN THE WEEK.

8. US TEAM MEMBERS ATTEMPTED TO ALLAY PANAMANIAN CON-CERNS OVER A CONGRESSIONAL LINK WITH THE CANAL ENTITY BY POINTING OUT THAT SAFEGUARDS AGAINST ARBITRARY CON-GRESSIONAL ACTION AFFECTING PANAMANIAN PARTICIPATION IN A USG AGENCY COULD BE BUILT INTO THE TREATY. THE US TEAM POINTED OUT THAT USG CANAL AGENCY WOULD IN FACT BE OPERALPNG UNDER PANAMANIAN "JURISDICTION" WITH CERTAIN PRIVILAGES AND IMMUNITIES AT SPECIFIWD IN THE TREATY. THEY ASSERTED THAT THERE WERE OPERATIONAL ADVANTAGES SY WELL AS POLITICAL REASONS VIS-A-VIS THE US CONGRESS FOR HAVING CANAL ENTITY WHICH IS A US GOVERNMENT AGENCY OR CORPORATION. THE US TEAM MEMBERS EXPRESSED PERSONAL VIEWS THAT IT WOULD BE DIFFICULT FOR US TO ACCEPT THAT CANAL AGENCY BE A NON-GOVERNMENTAL ENTITY. THE PANAMANIANS ASSERTED THAT A NON-UIE ENTITY COULD HAVE THE SAME RIGHTS AS WE ENVISAGED FOR USG ENTITY AND, THEREFORE, THE RESULT WOULD BE THE SAME. FABREGA COMMENTED THAT THE QUESTION OF THE FORM OF THE ENTITY WAS IMPORTANT POLITICALLY IN PANAMA AND COULD BE EXPLOITED BY OPPONENTS OF THE TREATY.

FUNCTIONS OF THE CANAL ENTITY

9. ALTHOUGH THE US TEAM MADE CLEAR THAT THE US HAD NO POSITION YET CONCERNING THE FUNCTIONS THAT THE NEW CANAL ENTITY WOULD HAVE, IT AGREED TO DESCRIBE THE FUNCTIONS NOW BEING CARRIED OUT BY THE CANAL ZONE GOVERNMENT/PANAMA CANAL COMPANY AND GIVE TENTATIVE VIEWS ABOUT WHAT FUNCTIONS SHOULD REMAIN WITH THE NEW ENTITY. DURING THE

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SECOND DAY'S SESSION, THE US TEAM, USING FUNCTIONAL ORGANIZATION CHARTS
OF THE CZG/PCC REVIEWED THE FUNCTIONS
NOW PERFORMED. THE US TEAM SUGGESTED THAT ALL CZG
FUNCTIONS, EXCEPT THE SCHOOLS, FIRE AND CANAL PROTECTION,
LIBRARY AND MUSEUM SERVICES OF THE CIVIL AFFAIRS BUREAU,
SOME FUNCTIONS OF THE HEALTH BUREAU INCLUDING HOSPITALS,
WOULD BE DISCONTINUED BY THE US CANAL AGENCY. CONCERNING
THE PCC FUNCTIONS, US TEAM DREW THE PANAMANIANS' VIEWS
OUT WITHOUT THEMSELVES TAKING A POSITION.

10. THE PANAMANIAN TEAM SUGGESTED THAT WE CONCEIVE OF AN OPTIMAL ORGANIZATIONAL STRUCTURE, I.E., AN ORGANIZATION WHICH PERFORMS ONLY THE SPECIFIC FUNCTIONS OF THE OPERATION AND MAINTENANCE OF THE WATERWAY. IDEALLY, IT SHOULD HAVE NO GOVERNMENTAL, MUNICIPAL OR SERVICE FUNCTIONS. SPECIFICALLY THEY QUESTIONED WHETHER THE NEW CANAL AGENCY SHOULD OPERATE A HOSPITAL, SCHOOLS, FIRE DEPARTMENT FOR PROTECTION OF RESIDENTIAL HOUSING, MAINTAIN STREETS, ROADS AND SEWERS, KEEP PUBLIC UTILITY OPERATIONS, OFFER SHIP REPAIR SERVICES, OWN AND MANAGE EMPLOYEE HOUSING, COMMISARIES, OPERATE TERMINALS, PIERS AND DOCKS, PROVIDE MARINE BUNKERING SERVICES, OR OPERATE THE PANAMA RAILROAD.

11. THE PANAMANIANS SAID THEY RECOGNIZED THAT CERTAIN FUNCTIONS. SUCH AYUSCHOOLS AND HOSPITALS WOULD BE CON-TINUED BUT THAT THESE SHOULD BE UNDER ANOTHER AGENCY. THE CANAL ADMINISTRATOR SHOULD NOT BE BOTHERED WITH THESE THINGS. FABREGA SPECIFICALLY SUGGESTED THAT HOSPITALS MIGHT BE OPERATED BY THE US MILITARY, ARIAS TOOK THE POSITION THAT US SCHOOLS SHOULD BE OPERATED BY A PRIVATE AGENCY UNDER AUSPICES OF THE PANAMANIAN MINISTRY OF EDUCATION. SOME FUNCTIONS SUCH AS MAINTENANCE OF SEWERS AND STREETS, PUBLIC UTILITIES, LATIN AMERICAN SCHOOLS, GARBAGE COLLECTION. AND FIRE PROTECTION. THEY SUGGESTED SHOULD BE ABSORBED BY PANAMA. MEMBERS OF THE US TEAM POINTED OUT THAT IMMEDIATETRANSFER OF SOME OF THESE PUBLIC UTILITIES FUNCTIONS TO PANAMA WOULD CAUSE MORALE PROBLEMS AMONG US EMPLOYEES. ARIAS ESPECIALLY BRIDLED AT THE IMPLICATION INHERENT IN US POSITION THAT PANAMANIAN CONFIDENTIAL.

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GARBAGE COLLECTION IS NOT AS GOOD AS THAT OF ANY MAJOR

CITY IN THE US. (MOST SECTIONS OF PANAMA CITY HAVE 7
DAY A WEEK COLLECTION SERVICE.) NEVERTHELESS, THE
PANAMANIANS SEEMED TO RECOGNIZE THE NECSISSITY FOR A
GRADUAL PHASEOUT OF SOME OF THE NON-CANAL OPERATION
ACTIVITIES OF THE CANAL ENTITY. THEY PROPOSED THAT WE
AGREE ON WHAT WOULD BE THE OPTIMUM ORGANIZATION STRUCTURE
AND FUNCTIONS FOR A CANAL, THEN WORK
TOWARD ACHIEVING THAT STRUCTURE. THE NEW
CANAL ENTITY SHOULD HAVE A STREAMLINED "OPTIMAL"
ORGANIZATION. THE PANAMANIANS REPEATEDLY STATED THAT
ALL CHANGES AFFECTING FUNCTIONS AND PERSONNEL SHOULD
BE DONE IN SUCH A MANNER AS TO MINIMIZE THE PAIN OF
TRANSITION FOR THE PRESENT EMPLOYEES OF THE CANAL.

SHORT TREATY CONCEPT

12. LATE DURING THE FOURTH SESSION DURING DISCUSSION OF COMPLICATED MANNER IN WHICH THE NEW ENTITY'S MANAGEMENT BOARD MIGHT ISSUE REGULATIONS TO IMPLEMENT US LAWS (THUS AVOIDING DIRECT APPLICABILITY OF US LAWS ON ENTITY), FABREGA SUDDENLY SUGGESTED THAT THE TWO SIDES MIGHT CONCLUDE A SIMPLE TREATY IN WHICH THE US WOULD RETAIN JURISDICTION FOR TEN YEARS. ALTHOUGH INDIVIDUAL MEMBERS OF THE US TEAM HAD DIVERGING VIEWS CONCERNING THE POLITICAL FEASIBILITY OF THIS PROPOSAL, THEY PROBED THE PANAMANIANS CONCERNING IT. AS PART OF THE AGREEMENT THE US WOULD RELINQUISH JURISDICTION OVER CERTAIN LAND AREAS. ON THE ATLANTIC SIDE THIS WOULD INCLUDE THE CRISTOBAL PIERS AND TELFERS ISLAND OR, IN LIEU OF THE LATTER, AN AREA INCLUDING OLD FRANCE

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FIELD, THE COCO SOLO NAVAL BASE AND NEW FRANCE FIELD. ON THE PACIFIC SIDE, EITHER THE RODMAN PIERS OR SPACE NEAR THE BALBOA PIERS AT DIABLO WHERE PANAMA XPWOULD DREDGE OUT SPACE FOR PIERS OF ITS OWN. THE AREA WOULD INCLUDE THE DIABLO ANTENNA FARM, THE BALBOA RECREATIONAL AREA, AND AN AREA ADJACENT TO THE BACK GATE OF FORT CLAYTON AT CURUNDU. FABREGA EXPRESSED A SLIGHT PREFERENCE FOR RODMAN BECAUSE MORE UNUSED LAND WAS AVAILABLE THERE FOR WAREHOUSES AND OTHER FACILITIES.

13. AS PART OF THE SHORT TREATY PACKAGE, PANAMA WOULJP WANT UNDER HER JURISDICTION SEVERAL CORRIDORS—HORIZONTAL AND VERTICLE--FOR ACCESS TO THE PORTS. ONE CORRIDOR WOULD CONNECT PANAMA CITY WITH ARRIAJAN. ANOTHER MIGHT LINK BALBOA PORT WITH THE TRANSISTHMIAN HIGHWAY (VIA GAILLARD HIGHWAY TO SUMMIT THEN OVER MADDEN HIGHWAY TO TRANSISTHMIAN INTERSECTION).

14. UNDER PROBING, FABREGA SAID THAT A VARIANT OF THE SHORT TREATY CONCEPT MIGHT BE A 15 YEAR TREATY UNDER WHICH US WOULD RELINQUISH ADDITIONAL AREAS FOR PANAMA'S CONFIDENTIAL

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URBAN DEVELOPMENT. US WOULD STILL RETAIN JURISDICTION OVER AREAS UNDER ITS CONTROL. US TEAM MEMBERS TOLD PANAMANIANS THAT US SURELY WOULD WANT DEFENSE RIGHTS FAR BEYOND TERMINATION DATE OF SHORT TREATY. BOTH SIDES AGREED TO REPORT CONVERSATION ON SHORT TREATY TO THEIR RESPECTIVE DEPUTY NEGOTIATORS.

AGREEMENTS REACHED

15. THE JOINT WORKING GROUP AGREED TO RECOMMEND TO THE DEPUTY NEGOTIATORS THAT AT ITS NEXT SERIES OF MEETINGS THE GROUP BE PREPARED TO WORK OUT A SCHEDULE FOR ACHIEVING THE "OPTIMAL" ORGANIZATION STRUCTURE FOR THE NEW CANAL ENTITY. THE GROUP WOULD IDENTIFY:

A. ALL FUNCTIONS NOW BELINGING TO THE CANAL COMPANY:

B. FUNCTIONS APPROPRIATE FOR THE OPTIMAL CANAL ORGANIZATION AFTER PANAMA TAKES OVER:

C. FUNCTIONS PECULIAR TO US PRESENCE AND NECESSARY UNTIL TERMINATION OF US CONTROL;

D. FUNCTIONS WHICH COULD BE SHED QUICKLY-3 TO 5 YEARS.

16. UPON COMPLETING THE FOREGOING THE GROUP WOULD MAKE RECOMMENDATIONS CONCERNING THE SPEED BY WHICH SPECIFIC FUNCTIONS COULD BE TRANSFERRED OR DISCONTINUED DURING THE LIFETIME OF THE TREATY. JOINT CONSULTATIVE GROUP COULD BE EMPOWERED TO REVIEW FUNCTIONS AS TIME PASSES AND RECOMMEND ADJUSTMENTS IN THE RATE AT WHICH THE CANAL ENTITY MOVES TOWARD ITS OPTIMAL ORGANIZATION STRUCTURE AND FUNCTIONS.

ISSUES REQUIRING DECISION

17. ALTHOUGH THE US TEAM WAS PREPARED TO DISCUSS AND REACH AGREEMENT ON JOINT RECOMMENDATIONS CONCERNING PANAMANIAN PARTICIPATION IN A CANAL ENTITY WITH FUNCTIONS CONFIDENTIAL

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SIMILAR TO THE PRESENT PCC, THE PANAMANIAN TEAM WAS UNWILLING TO DISCUSS THIS UNTIL CERTAIN MORE BASIC ISSUES COULD BE RESOLVED. THE JOINT WORKING GROUP DECIDED, THEREFORE, TO RECOMMEND TO THE DEPUTY NEGOTIATORS THAT THE US AND PANAMANIAN TEAMS BE GIVEN INSTRUCTIONS OR GUIDELINES FOR DEALING WITH THE FOLLOWING QUESTIONS DURING THEIR NEXT SERIES OF MEETINGS, TENTATIVELY SET FOR APRIL 21:

A. WHAT PROVISIONS SHOULD THE TREATY MAKE CONCERNING THE NATURE OF THE ORGANIZATION WHICH SHALL OPERATE THE CANAL? SHOULD IT BE A UNITED STATES AGENCY OR A NEW NON USG ENTITY ESTABLISHED BY THE TREATY AND CONTROLLED BY THE UNITED STATES THROUGH MAJORITY MEMBERSHIP ON A JOINT BOARD OF MANAGEMENT?

B. WHAT FUNCTIONS ARE NECESSARY FOR THE EFFICIENT OPERATION AND ADMINISTRATION OF THE CANAL? WHAT ARRANGEMENTS SHOULD BE MADE CONCERNING OTHER FUNCTIONS WHICH ARE PRESENTLY BEING CONDUCTED BY THE PANAMA CANAL COMPANY?

C. WHAT SHOULD BE THE STATUS UNDER PANAMANINA JURISDICTION OF THE ORGANIZATION WHICH SHALL

OPERATE THE CANAL?

D. WHAT SPECIFIC ARRANGEMENTS SHOULD BE MADE CONCERNING PANAMANIAN PARTICIPATION AT BOTH THE POLICY MAKING AND OPERATIONAL LEVELS OF THIS ORGANIZATION?

18. PAT CONLEY HAS CONCURRED IN THIS REPORT. JORDEN

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